



# Understanding the HUD Logic Model

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The logo for The Center for Applied Management Practices (CAMP), featuring the word "CAMP" in a stylized, italicized font inside a yellow and orange swoosh.

**CAMP**

# What is a Logic Model ?

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- The Logic Model is a tool that integrates program operations and program accountability.
- Tells the why, how, and what.
- It can be used to manage, monitor and evaluate program services.



# Why Did HUD Choose the eLogic Model™ for Grants Management?

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The eLogic Model™ embodies the requirements of the Government Performance and Results passed by Congress in 1993 requiring all federal programs to:

- Establish performance goals.
- Express goals in objective, quantifiable and measurable form.

# Why Did HUD Choose the eLogic Model™ for Grants Management?

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- Describe operations, skills, technology, staffing, information or other resources needed to reach goals.
- Establish performance indicators to measure outputs, service levels and outcomes of each activity.
- Provide basis for comparing actual results with goals.

# How Grantees Can Use the eLogic Model as Their Management Tool

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- The eLogic Model is about active management, not compliance.
- The eLogic Model can provide a real time snapshot of your program. It can be used to internally monitor activity in addition to its use as a reporting/compliance tool.

# How Grantees Can Use the eLogic Model as Their Management Tool

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- The eLogic Model:
  - Provides a common/global set of Needs, Services/Outputs, and Outcomes, to be used in planning, monitoring, and reporting.
  - Contains data that can be analyzed to improve decision making.
  - Supports allocation of resources.
  - Determines what works and what does not.
  - Identifies the relationship between the service and the intended outcome.

# Using the HUD eLogic Model™ Program Design

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- Building your logic model goes hand in hand with the design of your program. HUD's eLogic Model™ is built to reflect the fundamental statutory purposes and eligible activities for each program.

# Use of the eLogic Model™ by HUD

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- The eLogic Model™ serves as an executive summary of the entire grant application and a basis for monitoring and evaluation.
- HUD reviewers look at the statements in the HUD narrative and compare them to the completed eLogic Model. They should match!

# Using the HUD eLogic Model™ Program Purpose and Program Operations

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- When creating your eLogic Model™ you should look at the overall purpose of the program as stated in the NOFA and the logic model.

# Using the HUD eLogic Model™ Program Purpose and Program Operations

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The eLogic Model™ asks you to identify six components for managing your program:

- Identification of Need – you are identifying existing needs, problems and challenges.
- Services/Activities – this is the work and resources you are using to address the need.

# Six Components for Program Management-Operations

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- Outputs – these are the counts of services, units produced, counts of persons receiving the services.
- Outcomes – the results achieved or benefits derived to persons or communities.
- Collecting Performance Data – collecting data to provide evidence of actual outputs and outcomes achieved.

# Six Components for Program Management-Operations

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- Evaluation and Analysis – Applying the management questions to determine program effectiveness, cost of services, management improvements, and benefits to clients and communities.

E4 Housing Counseling Training

1	<b>eLogic Model<sup>2</sup></b>		<b>Applicant Name:</b>				US Department of Housing and Urban Development		
2			<b>Project Name:</b>		<b>Period:</b>		OMB Approval 2535-0114 exp. 09/30/2007		
3			<b>TERM:</b>	Year 1	<b>Start Date:</b>		<b>Component Name:</b>		
4			<b>HUD Program:</b>	Housing Counseling Training	<b>End Date:</b>				

5	HUD Goals	Policy Priority	Problem, Need, Situation	Service or Activities/Output	Pre	Post	Outcome	Pre	Post	Evaluation Tools
6	1		2	3	4		5	6		7
7	Policy		Planning	Programming	Measure		Impact	Measure		Accountability
8					#N/A			#N/A		
9										<b>A. Tools for Measurement</b>
10					#N/A			#N/A		
11										
12					#N/A			#N/A		
13										
14					#N/A			#N/A		
15										<b>B. Where Data Maintained</b>
16					#N/A			#N/A		
17										
18					#N/A			#N/A		
19										
20					#N/A			#N/A		
21										<b>C. Source of Data</b>
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26					#N/A			#N/A		
27										<b>D. Frequency of Collection</b>
28					#N/A			#N/A		
29										
30					#N/A			#N/A		



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HUD Goals		Policy Priority	Problem, Need, Situation	Service or Activities/Output	Pre	Post	Outcome	Pre	Post	Evaluation Tools
1	2	3	4	5	6	7	8	9	10	11
1	Policy		Planning	Programming	Measure		Impact		Measure	Accountability
2			To provide tuition, travel and lodging assistance to housing counseling agencies for the purpose of making quality housing counseling training affordable.	Enrolled in the "Credit Counseling for Prospective Homeowners Course"	Counselors		Completed "Foreclosure Prevention Course"		#N/A	A. Tools for Measurement
3					#N/A		Completed "General Housing Counseling Co"		#N/A	
4					#N/A		Completed "Home Buyer Education Program"		#N/A	
5					#N/A		Completed "Home Equity Conversion Mortg."		#N/A	
6					#N/A		Completed "Home Maintenance and Financi."		#N/A	
7					#N/A		Completed "Matching Clients with Loan Proc"		#N/A	
8					#N/A		Completed "Predatory Lending Course"		#N/A	
9					#N/A		Completed "Section 8 Homeownership Cour"		#N/A	B. Where Data Maintained
10					#N/A				#N/A	
11					#N/A				#N/A	
12					#N/A				#N/A	
13					#N/A				#N/A	
14					#N/A				#N/A	
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19					#N/A				#N/A	
20					#N/A				#N/A	
21					#N/A				#N/A	C. Source of Data
22					#N/A				#N/A	
23					#N/A				#N/A	
24					#N/A				#N/A	
25					#N/A				#N/A	
26					#N/A				#N/A	
27					#N/A				#N/A	D. Frequency of Collection
28					#N/A				#N/A	
29					#N/A				#N/A	
30					#N/A				#N/A	

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Copy to Column 5

A	B
 <p><b>CAMP eLogic Model™</b></p> <p><b>Copy to Column 5</b></p> <p><b>ACHIEVEMENT OUTCOMES GOALS AND INDICATORS</b></p>	<p><i>Click here to allow deletion of 'New' Outcomes</i></p>
Completed "Foreclosure Prevention Course"	Counselors
Completed "General Housing Counseling Course"	Counselors
Completed "Home Buyer Education Program Course"	Counselors
Completed "Home Equity Conversion Mortgage (HECM) Course"	Counselors
Completed "Home Maintenance and Financial Mgt. for New Homeowners Course"	Counselors
Completed "Matching Clients with Loan Products Course"	Counselors
Completed "Predatory Lending Course"	Counselors
Completed "Section 8 Homeownership Course"	Counselors
Completed "Helping Homeowners Avoid Delinquency Course"	Counselors
Completed "Counseling Individuals/Families who are Homeless or at Risk Course"	Counselors
Completed "Credit Counseling for Prospective Homeowners Course"	Counselors
Completed "Disaster Victims Course"	Counselors
Completed "FHA Course"	Counselors
Counselors passing exam and receiving certification	Counselors
Improvement in score from Pre-test to Post test	Counselors
Positive course evaluations	Counselors
Positive follow-up responses to course effectiveness	Counselors
States where training occurred	States
Total # of completed courses	Counselors
other	Other

A	B	C	D	E	F	G	H	I	J	K	L
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## Evaluation Process

**These are standard requirements that HUD will expect every program manager receiving a grant to do as part of their project management.**

- An evaluation process will be part of the on-going management of the program.
- Comparisons will be made between projected and actual numbers for both outputs and outcomes.
- Deviations from projected outputs and outcomes will be documented and explained on space provided on the "Reporting" tab
- Analyze data to determine relationship of outputs to outcomes; what outputs produce which outcomes.

The reporting requirements are specified in the program specific NOFA and your funding award.

## HUD Will Use The Following Management Questions To Evaluate Your Program

1. What is the estimated dollar cost, average and total, that participating agencies incur for these trainings?
2. What is the average cost to HUD per counselor trained?
3. What is the average scholarship (lodging, travel and/or tuition) amount per counselor trained?

## Carter-Richmond Methodology

The above Management Questions developed for your program are based on the Carter-Richmond Methodology<sup>1</sup>. A description of the Carter-Richmond Methodology appears in the General Section of the NOFA.

<sup>1</sup>© The Accountable Agency – How to Evaluate the Effectiveness of Public and Private Programs," Reginald Carter, ISBN Number 9780978724924.

# Findings From Review of the 2007 eLogic Models

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- Many of the errors found in the submitted HBCU eLogic Models were the result of not following Instructions.
- The eLogic Models change yearly. Do not rely on the previous year's Instructions.

# Findings From Review of the 2007 eLogic Model Submissions

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- Grants are for a three year period:
  - 6 of 14 applicants did not complete the Total worksheet.
  - 9 applicants did project results correctly.
  - projections made in years 1, 2, and 3 did not match the “Total” worksheet.

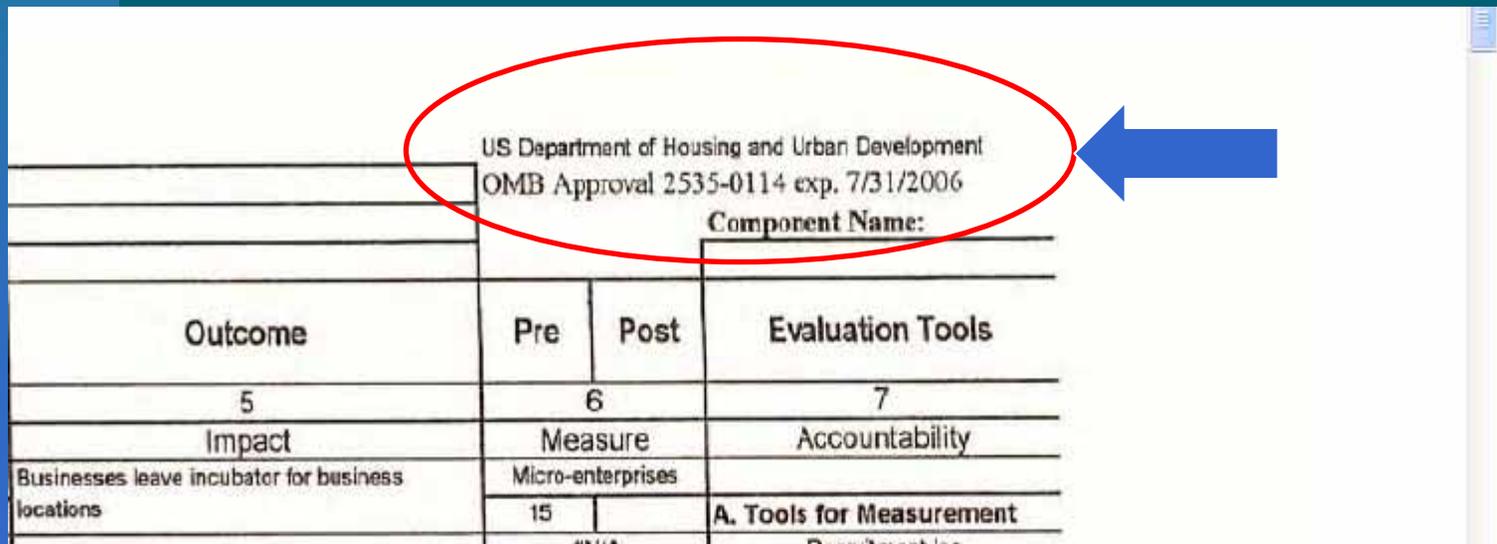
# Findings From Review of the 2007 eLogic Models Submissions

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- 3 applicants submitted a PDF file of the eLogic Model instead of the required Excel eLogic Model.

# Findings From Review of the 2007 eLogic Models Submissions

- 1 applicant submitted the 2006 eLogic Model.



US Department of Housing and Urban Development OMB Approval 2535-0114 exp. 7/31/2006			
Component Name:			
Outcome	Pre	Post	Evaluation Tools
5	6		7
Impact	Measure		Accountability
Businesses leave incubator for business locations	Micro-enterprises		
	15		A. Tools for Measurement
			Recruitment, etc.

# Findings From Review of the 2007 eLogic Models Submissions

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- Six applicants selected services that did not “match” or demonstrate a clear relationship with the selected outcome.

# Findings From Review of the 2007 eLogic Models Submissions

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- Only 8 applicants selected “matched” services and outcomes in their eLogic Model.



# Findings From Review of the 2007 eLogic Models

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- 1 applicant was inconsistent with the choice of evaluation tools.

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**Component Name:**

**Evaluation Tools**

7

Accountability

**A. Tools for Measurement**

Intake log

Financial aid log

Database

**B. Where Data Maintained**

Centralized database

**C. Source of Data**

Business licenses

Financial reports

1.00 x 8.50 in

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**C. Source of Data**

Business licenses

Financial reports

**D. Frequency of Collection**

Biannually

**E. Processing of Data**

Manual tallies

1.00 x 8.50 in

# Findings From Review of the 2007 eLogic Models

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- Five applicants submitted incomplete eLogic models:
  - Deficiencies included:
    - Not entering projections.
    - Not completing the worksheet labeled “Total”.

3		CAMP		TERM:	Total	Start Date:				C
4		HUD Program		HUD Program	HBCU	End Date:				
5	HUD Goals	Policy Priority	Problem, Need, Situation	Service or Activities/Output	Pre	Post	Outcome		Pre	Post
6	1		2	3	4		5		6	
7	Policy		Planning	Programming	Measure		Impact		Measure	
8	B1	A	There is a need for HBCUs to utilize the skills and talents available at their institutions to assist communities in undertaking community and economic development activities which benefit low and moderate-income persons.	Administrative/Planning	Plans completed		CDBG Eco. Dev. Programs provided to Comm. CDBG programs			CDBG programs
9	C3	B1		Acquisition of Real Property			Homes rehabilitated			Rehabilitated units
10	A2	B7		Rehabilitation – Housing units		Units	Low/moderate-income persons who purchased renovated home			Renovated units
11	B2	E		Construction housing – With Energy Star		Units	Employment opportunities-Other – Available jobs			Available jobs
12	A5	G		Lead-based Paint Hazard Reduction		Units	Received direct homeownership assistance			Persons
13	B4	H				#N/A				#N/A
14						#N/A				#N/A
15						#N/A				#N/A
16						#N/A				#N/A
17						#N/A				#N/A
18					#N/A				#N/A	
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26					#N/A				#N/A	
27					#N/A				#N/A	
28					#N/A				#N/A	
29					#N/A				#N/A	
30					#N/A				#N/A	

# Findings From Review of the 2007 eLogic Models

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- 2 applicants entered “other” as a service, outcome, and unit instead of entering a description of the new service or outcome.

HUD Program		HBCU		End Date:					
HUD Goals	Policy Priority	Problem, Need, Situation	Service or Activities/Output	Pre	Post	Outcome	Pre	Post	Evaluation
1	2	3	4	5		6		7	
Policy	Planning	Programming	Measure	Impact		Measure		Account	
A1	A	There is a need for HBCUs to utilize the skills and talents available at their institutions to assist communities in undertaking community and economic development activities which aid in the prevention or elimination of slums and blight.	Administrative/Planning	Plans completed	other		Other		A. Tools for Me
A2	B1			1					
A3	B2		Build incubator spaces	Spaces	New businesses incubated		Micro-enterprises		Technical ass
A4	B3			7			9		Datab
A6	B4		Business opportunities-Other – Businesses	Businesses	New minority businesses		Micro-enterprises		Plan
B3	B6			30			9		Program spec
B4	B7		Business opportunities-Other – Dollars	Dollars	Business opportunities-Other – Dollars		Dollars		
C2	C1			15			150000		B. Where Data
C3	C2		Fair Housing Counseling	Persons	Mortgage ready		Persons		Training
C5	D			180			30		Centralized
D3	E		Homeownership training/counseling	Persons	Mortgage ready		Persons		
E1	H			180			30		
F1			Leadership training/workshops	Workshops	Training Opportunities-Other		Persons		
F2				75			75		C. Source of D
F3			Rehabilitation – Commercial facilities – Design incorporates universal design	Units	Commercial facilities rehabilitated		Facilities		Business I
				3			3		Lease agre
			Rehabilitation – Commercial facilities – Design incorporates visitability standards	Units	Commercial facilities rehabilitated		Facilities		Mortgage d
				3			3		
			Rehabilitation – Housing units	Units	Homes rehabilitated		Rehabilitated units		
				6			6		D. Frequency o
		Revolving loan fund	Persons	Micro-enterprises established as a result of financial assistance		Micro-enterprises		Dail	
			15			15		Montl	
		Technical assistance for expansion of micro-enterprises	Micro-enterprises	other		Other		Quart	
			180			180		Annu	
		There is a need for HBCUs to utilize the	Technical assistance for stabilization of micro-enterprises	Micro-enterprises	other		Other		
			180			180		E. Processing	

Instructions / Year1 / Year2 / Year3 / Total / Goals/Priorities / Needs / Services / Outcomes / Tools / Reporting / Evaluation /



# Findings From Review of the 2007 eLogic Models

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- Incomplete or incorrect information submitted with 50% of the eLogic Models.
- The essence of the project was not, but should be presented in the eLogic Model.

# Findings From Review of the 2007 eLogic Models

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- 9 of 14 applicants completed the eLogic Model accurately, entering all of the elements Policy, Needs, Services, Outcomes, Measurement tools, and Projections.
- 3 new services and 4 new outcomes were added to the dropdown lists, respectively.

# Findings From Review of the 2007 eLogic Models

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From 2006 to 2007, the program added:

- 21 services/activities, mostly for construction offering more specific choices of services to be delivered, and
- 8 outcomes to the logic model for public facilities, public services obtained, and employment opportunities related to Section 3.

# Findings From Review of the 2007 eLogic Models

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- Of 48 services available, applicants used 36 or 75%.
- Of the 79 outcomes available, applicants used 42 or 53%.

# Reginald Carter's Seven Key Questions

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1. How many clients are you serving?
2. Who are they?
3. What services do you give them?
4. What does it cost?
5. What does it cost per service delivered?
6. What happens to the clients as a result of the service?
7. What does it cost per outcome?

# Using the Seven Key Questions for Program Evaluation



- 1. How many clients are you serving?**  
100
- 2. Who are they?**  
Single unemployed women, ages 21-34 that are seeking employment and have at least one child under the age of 12.
- 3. What services do you give them?**  
A package of job readiness training, job placement and 90 day follow-up services after job placement.
- 4. What does it cost?**  
\$100,000 for the total program
- 5. What does it cost per service delivered?**  
 $\$100,000/100 = \underline{\$1,000/\text{job readiness/training/placement package or } \$1,000/\text{client.}}$
- 6. What happens to the clients as a result of the service?**  
10 clients or 10% of the program participants will obtain a full time job above minimum wage with employer provided benefits.
- 7. What does it cost per outcome?**  
 $\$100,000/10 \text{ clients} = \underline{\$10,000/\text{outcome}}$

We can measure: Cost-Q4, Efficiency-Q5, Outcome-Q6, Effectiveness-Q7

We can calculate a simple cost-benefit for delivery of the service:  $Q4/Q1=Q5$

We can calculate a simple cost-benefit for the result of the service:  $Q4/Q6=Q7$

Note: The Seven Questions adapted with permission; Reginald Carter.

# The Carter-Richmond Methodology

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- The Carter-Richmond Methodology is the term given to the expansion of the original seven Carter questions with the addition of two new questions that can be further used to support management and evaluation.

# The Carter-Richmond Methodology

- 8. What is the value of a successful outcome?
  - Establish a monetary value for each outcome.
- 9. What is the return-on-investment?
  - The return-on-investment should be thought of as the value of the outcome compared to the cost of the outcome; a comparison of Question Eight with Question Seven:

$$\text{ROI} = \frac{\text{Value of Outcome (Question 8)}}{\text{Cost of Outcome (Question 7)}}$$

The above calculation is for a single person or unit but can be expanded for an entire program as demonstrated below:

$$\text{ROI} = \frac{\text{Value of Outcome} \times \# \text{ participants achieving outcome}}{\text{Cost of Outcome} \times \# \text{ participants achieving outcome}}$$

# eLogic Model™ Demonstration

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- The tools section.
- The Management/Evaluation questions relate to the data in the eLogic Model™.
- Building the eLogic Model™.

